

PROPOSAL FOR
TETON COUNTY
TOWN OF JACKSON

EMPLOYEE GENERATION BY LAND USE STUDY AND REGIONAL HOUSING NEEDS ASSESSMENT

APRIL 2, 2021



Vernazza Wolfe Associates

TABLE OF CONTENTS

A. INTRODUCTORY LETTER	1
B. QUALIFICATIONS	2
Proposed Project Team	2
Consultant Team Experience	4
Relevant Projects	7
Legal Experience	14
References	15
Fee Estimate	16
C. PROCESS PROPOSAL	19
Schedule	27
Town and County Staff Support	28
D. RESUMES OF KEY PERSONNEL	30



April 2, 2021

April Norton, Director
Jackson/Teton County Affordable Housing Department
ahnorton@tetoncountwy.gov

Dear Ms. Norton:

Strategic Economics is pleased to submit the enclosed proposal in response to the Town of Jackson/Teton County's Request for Qualifications to prepare an Employee Generation by Land Use Study (Housing Nexus Study) and a Regional Housing Needs Assessment.

Strategic Economics has expertise in preparing housing impact fee nexus studies, commercial linkage fee nexus studies, inclusionary zoning studies, and other affordable housing and anti-displacement strategies. For this effort, Strategic Economics has partnered with Dr. Marian Wolfe of Vernazza Wolfe Associates (VWA). Dr. Wolfe has decades of experience working with counties and cities on similar inclusionary zoning, in-lieu fee, housing impact fee, and commercial linkage fee studies. The Strategic Economics/VWA team has a history of successful collaboration. As shown in the enclosed qualifications, our team delivers thorough, rigorous studies, and our stakeholder engagement has paved the way to informed decision-making.

While we have not worked in Teton County or the surrounding region, the Strategic Economics/VWA consultant team has worked on affordable housing mitigation nexus studies, inclusionary housing studies, and other economic studies in many similar communities where the combination of natural amenities, land scarcity and strong demand for second homes and visitor accommodations have exacerbated income inequality and contributed to the region's housing crisis. Our team's experience assisting cities and counties with similar market and planning contexts will allow us to share best practices and lessons learned from the experience of other jurisdictions.

As the Principal-in-Charge for this proposal, I am authorized to enter into a contract with the Town of Jackson and Teton County. We feel confident that the scope of work and approach provided in this proposal meet your needs. Please feel free to contact me at any time if you have questions regarding our submittal. My email and phone number are provided below. We look forward to working with you on this exciting project.

Sincerely,

Sujata Srivastava, Principal
2991 Shattuck Ave Suite 203
Berkeley, CA 94705
(510) 647-5291 x105
ssrivastava@strategieconomics.com

B. QUALIFICATIONS

PROPOSED PROJECT TEAM

The proposed team for this project is led by Sujata Srivastava, who will be serving as Principal-in-Charge and Project Manager. Nadine Fogarty and Dr. Marian Wolfe of VWA will contribute to the development of the Housing Nexus Study methodologies and will peer review the nexus reports. The involvement of senior staff throughout the assignment will ensure that the mitigation fee methodologies are sound and legally defensible. Jake Cummings, Associate, will assist with the management of the Housing Nexus Study tasks, and Evelyn St-Louis will help manage the Regional Housing Needs Assessment tasks. Associates Sam Moskol, Heather Bromfield, and Jesse Brown will provide research and analysis. Resumes for each key staff member are provided in the appendix of the proposal.



Sujata Srivastava, Principal, Strategic Economics

Role: Principal-in-Charge

Percentage of Time Dedicated to Project: 20%

As the Principal-in-Charge, Sujata Srivastava will provide project direction, attend all key meetings, and guide day to day team efforts for the project. Sujata has over 15 years of experience in urban economics consulting. She specializes in real estate market analysis, development feasibility analysis, and economic development strategies. Sujata has completed multiple projects for California cities addressing affordable housing development, preservation, and finance. She has led housing impact fee nexus and feasibility studies in over a dozen jurisdictions. Sujata is an experienced meeting facilitator and presenter, and is accustomed to presenting complex data analyses to laypersons in stakeholder meetings and facilitating community workshops on housing and development issues. She has a Master in City and Regional Planning from the University of California, Berkeley and a Bachelor of Arts from Mount Holyoke College. Sujata is a fluent Spanish speaker, and is proficient in Hindi and Portuguese.



Nadine Fogarty, Principal/Vice President, Strategic Economics

Role: Technical Advisor/ Peer Reviewer

Percentage of Time Dedicated to Project: 10%

Nadine leads a wide range of consulting assignments, providing expertise in market analysis, real estate development feasibility, housing policy analysis, infrastructure financing strategies, and transit-oriented development (TOD). She specializes in evaluating the implications of planning policies and public investments on development potential and creating strategies to capture value for community benefits. Recent projects include a series of analyses to support new affordable housing policies in Honolulu, including evaluation of the potential for a commercial linkage fee with special consideration for the treatment of condo-hotels. She is also working with the City of Indianapolis to develop an inclusionary housing requirement that will apply to projects receiving public incentives. Ms. Fogarty has a Master in City Planning and a Master of Science in Real Estate Development from the Massachusetts Institute of Technology. She received her B.A. in Geography from the University of California at Berkeley.



Jake Cummings, Associate II, Strategic Economics

Role: Task Manager for Housing Nexus Study

Percentage of Time Dedicated to Project: 20%

Jake Cummings will serve as Project Manager for this assignment. Jake has 5 years of experience at Strategic Economics, managing a wide range of complex projects for local jurisdictions. His work includes evaluating real estate market demand, assisting communities with affordable housing financing strategies, and assessing the financial feasibility of inclusionary housing requirements. Jake has managed similar inclusionary housing analyses for the City of San Francisco, the City of Honolulu, and the San Mateo County Transit District (Samtrans). He has also conducted analysis for housing impact fee studies in San Jose and Honolulu. Prior to joining Strategic Economics, Jake performed feasibility studies for a Berkeley-based developer and modeled home-buying behavior for ZipRealty (now ZapLabs). Jake holds a Master in Urban Planning from the Harvard Graduate School of Design and a Bachelor of Science in Civil and Environmental Engineering from Cornell University.



Evelyne St-Louis, Associate II, Strategic Economics

Role: Task Manager for Regional Housing Needs Assessment

Percentage of Time Dedicated to Project: 20%

Evelyne St-Louis is an experienced data analyst, with over four years as an Associate at Strategic Economics. She has a background in land use planning, economic development, and transportation, with a lens toward social equity. As an Associate at Strategic Economics, Ms. St-Louis has worked on local and regional affordable housing studies for the City of San Francisco, the City of Indianapolis, the City of San Pablo, the Great Communities Collaborative, and the Santa Clara Valley Transportation Authority. Before joining Strategic Economics, she contributed to Bay Area regional planning efforts for employment and industrial lands. Evelyne has also worked for the public sector and for community-based organizations in San Francisco and Montreal in transportation planning. Evelyne holds a Master in City Planning from UC Berkeley and a Bachelor of Arts in Geography from McGill University. She is a native French speaker.



Marian Wolfe, Vernazza Wolfe Associates

Role: Technical Advisor/ Peer Reviewer

Percentage of Time Dedicated to Project: 10%

Dr. Marian Wolfe will act as an advisor to the project team, based on her deep experience in conducting inclusionary studies and impact fee studies. She has a strong understanding of the Marin County housing market, having completed several studies for the county. Dr. Wolfe is a real estate economist and housing planner with over thirty years of experience in land use and economic impact studies, fiscal impact assessment, financial feasibility analysis, and housing program planning and evaluation. Dr. Wolfe is responsible for managing the firm's housing impact fee and commercial linkage fee work. As a Housing Advisory Commissioner for the City of Berkeley, she served on the subcommittee responsible for oversight of the City of Berkeley's rental housing nexus study and continues to be involved with the City's Affordable Housing Program as a member of the Housing Advisory Commission. Dr. Wolfe is also a Board Member of a nonprofit housing developer, Resources for Community Development.

CONSULTANT TEAM EXPERIENCE

Strategic Economics and Vernazza Wolfe Associates team have a history of collaborating on residential impact fee and commercial linkage fee nexus and feasibility studies. Strategic Economics will be the Prime Consultant for this assignment, with Vernazza Wolfe Associates (VWA) as sub-consultant.

Strategic Economics, Inc. is a nationally recognized urban economics consulting firm located in Berkeley, California. We provide economic analysis and advisory services for cities, developers, community groups, and non-profits to create sustainable, high-quality places for people to live and work. We are widely recognized for our strength in addressing complicated projects requiring innovative analysis and cross-disciplinary teamwork. Our staff brings extensive expertise in many disciplines including urban planning, economics, public policy and finance, and real estate development. We combine depth of technical knowledge with an understanding of “the big picture,” and excel at translating our work into materials that are accessible to any audience. Founded in 1998, Strategic Economics has is a certified Women-Owned, Small Business, Alameda County Small Local Business, and California Small Business Enterprise.

Strategic Economics specializes in economic analysis to assist cities and counties with the development of affordable and workforce housing. In the last five years, Strategic Economics has completed housing impact fee nexus studies, commercial linkage fee nexus studies, and inclusionary zoning studies for more than 20 jurisdictions. In addition, Strategic Economics has been assisting cities across the country with crafting affordable and workforce housing programs that are economically feasible to implement.

Vernazza Wolfe Associates (VWA) is a consulting firm providing services to public agencies and private firms since 1990. VWA provides services in a timely and responsive fashion to meet a variety of client needs. Specific consulting services provided by VWA include fee studies, fiscal impact analysis related to new developments and land use plans, planning for housing, including affordable housing strategies, program evaluation, and preparation of housing elements, market and financial analysis related to real estate development, including analysis of commercial and residential pro formas, and additional economic analyses for development and planning.

VWA's experience with Housing Nexus Studies, Commercial Linkage Fee Studies, and Inclusionary Housing Programs in other jurisdictions includes the following:

Preparation of Housing Fee Studies – VWA prepared housing fee and nexus studies for the Cities of Napa, Elk Grove, Sebastopol, Sunnyvale, Oakland, and Menlo Park, and for Marin, Mendocino and San Luis Obispo Counties.

Preparation of Commercial Linkage Fee Studies – VWA prepared the first Commercial Linkage Fee Study for San Luis Obispo County and recently updated this study. In addition, VWA prepared Commercial Linkage Fee studies for the Cities of Sunnyvale, Menlo Park, and Napa, and for Mendocino County.

Assistance in Developing Inclusionary Housing Programs – VWA worked with Mendocino County and Madera County to develop inclusionary housing programs, including convening public forums and meeting with developers. For the City of Oakland and San Luis Obispo County, VWA evaluated the financial impacts of their proposed inclusionary programs on development feasibility. The firm assisted the City of Mountain View in its initial consideration of an inclusionary program.

Revisions to Existing Housing Programs – VWA's work for Marin County included consideration of broadening its inclusionary program to include land divisions and custom built homes. VWA's work for

the City of Dublin assessed the potential impact of increasing the required inclusionary percentage as well as increasing the in-lieu fee. VWA assisted the City of Menlo Park in revising its in-lieu fee and developed a methodology for annual increases.

Our Experience Working in Similar Communities

Our team does not have experience in Teton County, WY, Teton County, ID, or Lincoln County, WY. However, we have worked in other similar communities where the combination of natural amenities, land scarcity and strong demand for second homes and visitor accommodations have exacerbated income inequality and contributed to the region's housing crisis. These include the following communities:

- Honolulu, Hawaii – Strategic Economics has provided economic services to the City and County of Honolulu for many years. Recent work includes a feasibility analysis for the island-wide Affordable Housing Requirement, market and feasibility analysis for city-owned sites affordable housing requirement, and a commercial linkage fee nexus study, market and feasibility analyses for city-owned sites planned for affordable housing, and evaluation of a City density bonus program designed to encourage affordable housing.
- Santa Rosa, California – Strategic Economics completed nexus studies for a housing impact fee and commercial linkage fees for this community located in the Wine Country region of Northern California.
- Fort Lauderdale, Florida – Strategic Economics analyzed workforce housing needs and housing affordability issues in Fort Lauderdale and Broward County. This area has long been a destination for visitors and second-home buyers.
- Marin County, California – Strategic Economics and VWA are collaborating on an inclusionary housing/in-lieu fee study and commercial linkage fee nexus studies for seven jurisdictions in Marin County, an area that known for its natural amenities, limited development capacity, high median household incomes, and high housing costs.
- Kirkwood, California – Vernazza Wolfe Associates calculated fiscal impacts from expansion at the Kirkwood ski resort.
- Alpine County, California – Vernazza Wolfe Associates analyzed the fiscal impact of a new village that was being considered for Markleeville, a small mountain community located near ski resorts.

Our team's experience assisting cities and counties with similar market and planning contexts allows us to highlight best practices and lessons learned from the experience of other jurisdictions.

Engaging Multi-Lingual and Multicultural Communities

Strategic Economics tailors its outreach efforts to maximize engagement from community members who might otherwise be unlikely to participate, including non-English speaking residents and workers. For the City of San Pablo's Affordable Housing Strategy, we developed bilingual online surveys (English and Spanish) to ensure that we were receiving input from a population that included the residents facing severe affordable housing challenges, including immigrants and lower income renters. The inclusive engagement strategy, combined with the findings of our data analysis, allowed the team to

broaden the study to include strategies to provide more assistance to renters and first-time homebuyers, in addition to land-use strategies to encourage more housing production.

Because of COVID-19, many community members may not want to participate in in-person meetings, even if there are no public health restrictions on gatherings. For this reason, Strategic Economics/VWA proposes administering an online surveys and creating a webpage for the project. In the past year, Strategic Economics has effectively conducted virtual engagement with community members on the topics of housing and economic development.

Sujata Srivastava, the Principal-in-Charge for this effort, is a fluent Spanish speaker, and has developed meeting materials for Spanish speakers and conducted virtual and in-person community meetings entirely in Spanish.

Lessons Learned from Previous Assignments

Analytical Rigor - When establishing a new mitigation fee, it is important to ensure that the analysis is sound and defensible. The Strategic Economics/VWA team's approach to this assignment emphasizes analytical rigor. The team will ensure that the methodology establishes a clear nexus between new market-rate housing development and nonresidential development and the need for affordable housing. The methodology will demonstrate the relationship between the fee and the cost attributable to the development.



Transparency and Communication - It will be important to conduct meetings with stakeholder groups, including businesses, private developers, affordable housing developers, advocates, residents, workers, visitors, and decision-makers. The team will consistently provide information in a clear, accessible way, so that staff, stakeholders, and public officials can understand the analyses and methodologies employed in the studies.

Combining Quantitative and Qualitative Data - In many cases, it will be challenging to find up-to-date and reliable quantitative data for the Regional Housing Needs Assessment. For example, commute and workforce data can be challenging to obtain through traditional data sources. The consultant team will combine published data with qualitative data gathered from interviews, stakeholders, and an online community survey.

RELEVANT PROJECTS

The following pages provide more detail on similar projects completed by the Strategic Economics/VWA team.

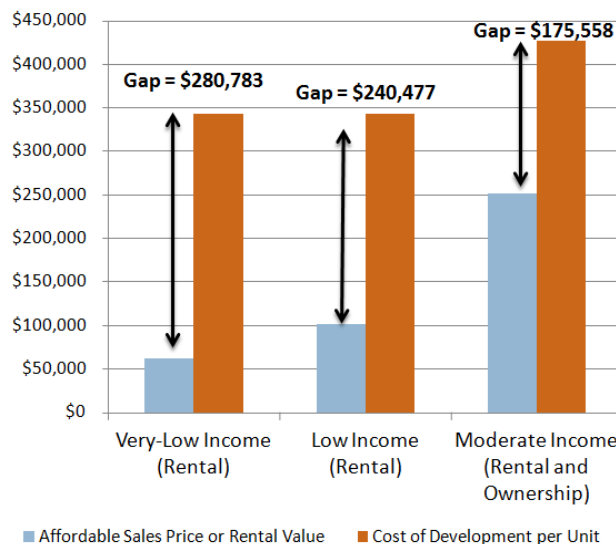
21 Elements Affordable Housing Residential Impact Fee and Commercial Linkage Fee Nexus Studies “Grand Nexus Study”

Client: 21 Elements/San Mateo County

The 21 Elements Affordable Housing Impact Fee Nexus Studies (Grand Nexus Study) was a regional collaboration to address affordable housing needs in San Mateo County. As the Prime Consultant, Strategic Economics worked with sub-consultant Vernazza Wolfe Associates to conduct nexus and feasibility studies for affordable housing impact fees and commercial linkage fees to mitigate the impact of new development on the demand for affordable housing. The fee revenues collected can be used to provide housing assistance to very low, low, and moderate income households.

The study had to balance the policy objectives of establishing a regional approach to affordable housing funding, with the requirements of a legally defensible nexus study. In order to balance these objectives, Strategic Economics/VWA calculated an affordability gap that was consistent for the whole county, but tailored the prototypes and nexus analysis to ensure that the impact fees would be unique for each jurisdiction. Subsequent to calculating the maximum nexus-justified fees, the team completed additional policy analysis, examining the fee structure in each jurisdiction and requirements in peer cities. Strategic Economics also examined the financial feasibility of the maximum fees and lower fees on the development prototypes in each city. Based on the results of the policy analysis, the study recommended fee levels that could be feasibly implemented in each jurisdiction.

Average Affordability Gap by Income Group, San Mateo County



After the completion of the nexus and feasibility studies, Principals from Strategic Economics and VWA attended meetings with stakeholders and City staff members to present the data and provide technical support. Some jurisdictions contracted separately with the consultant team to provide additional support and attend public hearings. Nearly all the 21 Elements jurisdictions either implemented new housing impact fees and/or linkage fees or updated their existing inclusionary housing policies as a result of this study.

Palo Alto Housing Impact Fee and Commercial Linkage Fee Nexus and Feasibility Studies, Inclusionary Zoning Analysis

Client: City of Palo Alto, California

The City of Palo Alto contracted Strategic Economics and Vernazza Wolfe Associates to conduct economic studies to establish new affordable housing impact fees and update its existing commercial linkage fees. The Strategic Economics/VWA team developed the nexus methodology to calculate maximum impact fees for a variety of housing and commercial prototypes. After calculating the maximum nexus-justified fees, the Strategic Economics/VWA team conducted additional policy analysis to provide the City with recommended fee levels on for-sale residential projects, rental residential projects, and commercial projects. The policy analysis included detailed financial feasibility analysis of potential fees, to determine what the market could bear, as well as an assessment of the city's existing fee structure, and the fees charged in similar cities.

In a second phase of the project, Strategic Economics attended multiple public meetings and hearings to present the methodology and results to stakeholders (property owners and developers), the Palo Alto Planning and Transportation Commission, the Palo Alto Finance Committee, and members of the public. The City Council adopted new commercial linkage fees on office and hotel development and established new housing impact fees for rental and ownership housing in accordance with the study's findings.

In a third phase of work, the City of Palo Alto hired Strategic Economics to evaluate the feasibility of increasing inclusionary requirements on ownership housing from 15 percent to 20 percent, and implementing a 15 percent inclusionary requirement on rental housing instead of charging housing impact fees. Because the analysis showed that increasing the inclusionary requirement could create financial challenges for new housing development, Strategic Economics is currently conducting a series of financial analyses to study the types of land use policies that could be put into place to encourage the provision of more affordable units on-site.

Honolulu Affordable Housing Requirement and Commercial Linkage Fee Studies

Client: City and County of Honolulu, Hawaii

Strategic Economics prepared a series of technical studies to help refine the proposed AHR (an inclusionary housing requirement) and understand the potential impact of a suite of incentives intended to help facilitate development of affordable housing. The analysis was vetted through a working group consisting of members of the development community. The new policies were successfully adopted by the Council in Spring 2018.

Honolulu, like many other US cities, is facing a housing crisis, with many local households suffering from high rent burdens and often living in overcrowded conditions. These problems are exacerbated by high land and construction costs, strong demand for second homes and vacation rental properties, and local infrastructure deficiencies. As a result, the City is working on a wide range of strategies designed to address housing affordability.

Strategic Economics evaluated the potential impact of the proposed affordable housing policies on real estate development activity and recommended a phased approach to policy implementation. The analysis also considered the potential value that developers could achieve through increased density, and quantified the benefit of financial incentives such as fee waivers and a property tax exemption.

Presently, Strategic Economics is in the process of completing a nexus study to assist with the potential establishment of new commercial linkage fees.

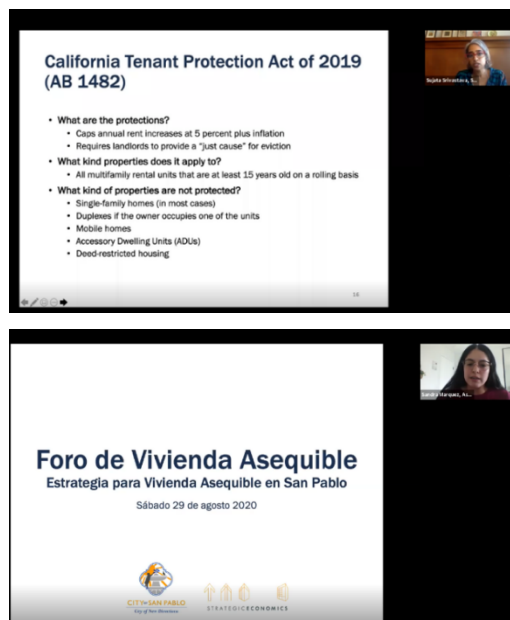


City of San Pablo Affordable Housing Strategy

Client: City of San Pablo, California

Strategic Economics developed a comprehensive, citywide Affordable Housing Strategy (AHS) for the City of San Pablo, California, a small city in which two-thirds of households identify as Latinx. As a majority renter and lower-income community, San Pablo residents has experienced various housing challenges, including rapid increases in rents and sale prices. The AHS outlines policies and action items for the City of San Pablo over the next 10 years to increase new housing options, improve the quality of existing housing, and preserve long term housing affordability for lower income households in San Pablo.

To understand the housing needs in the community, Strategic Economics conducted a needs assessment, including a detailed data analysis of the city's affordable housing stock (subsidized properties with expiring deed-restrictions, mobile home parks, accessory dwelling units, and trends in rents and sales prices) and socio-demographic conditions (housing cost burden, over-crowding, renter vulnerability to displacement). Strategic Economics also conducted an analysis of opportunities & constraints for new residential development (both affordable and market-rate).



Strategic Economics conducted extensive community engagement, which was designed to ensure engagement from disadvantaged community members, especially San Pablo's Spanish-speaking residents who have been less likely to participate in the past. Given that the project began just before the onset of COVID-19, Strategic Economics had to pivot and strategize with staff on the best way to conduct virtual outreach while still reaching underserved communities. To do this, Strategic Economics conducted three major forms of engagement:

1. Strategic Economics prepared an online survey in English and Spanish. The purpose of the survey was to understand the community's housing needs, and their priorities for future housing-related work. The respondents were representative of the overall population and included many of the vulnerable populations in San Pablo, including lower income renters, low-wage workers, and Latinx residents.
2. Strategic Economics organized virtual affordable housing forums to educate the community about existing resources, financial assistance, and tenant protections. One forum was held in English and one entirely in Spanish (instead of using interpretation services) to ensure that participants were receiving complete information in real time.
3. Strategic Economics conducted one-on-one phone interviews with housing advocacy organizations, public agencies, and local developers (market rate and affordable).

Strategic Economics worked closely with City staff to identify avenues for getting the word out for the survey and the forums, including social media platforms, email lists from the Parks and Community Services Departments, and emails to residents who had applied for rental housing assistance.

The AHS was unanimously adopted by City Council in November 2020 with strong support. City staff is now moving forward with implementation.

Santa Rosa Affordable Housing Impact Fee and Linkage Fee Nexus and Feasibility Studies

Client: City of Santa Rosa, California

The City of Santa Rosa underwent a process of updating its development impact fee program and several affordable housing policies. As part of this process the City examined the potential of updating its housing impact fee and implementing a new inclusionary housing policy, density bonus program, and commercial linkage fee.

Strategic Economics prepared the affordable housing impact fee and commercial linkage fee nexus studies for the City of Santa Rosa. Strategic Economics calculated maximum impact fees for three commercial prototypes and is in the process of updating the housing impact fee for three residential prototypes. After calculating the maximum nexus-justified fees, Strategic Economics evaluated the financial feasibility of the fees. Strategic Economics completed additional analysis to establish economically viable inclusionary percentages as an alternative to paying the impact fees on residential development, and evaluating the feasibility of a proposed density bonus program.





Indianapolis Affordable Housing Incentive Study

Client: City of Indianapolis, Indiana

Strategic Economics worked with the Indianapolis Department of Metropolitan Development and Grounded Solutions Network to develop the proposed City of Indianapolis Affordable Housing Incentive Policy, which will apply to projects receiving economic incentives from the City.

The State of Indiana prohibits jurisdictions from adopting mandatory inclusionary housing policies, however incentive-based inclusionary policies are permitted. In the past, the City has sometimes required affordable housing to be provided by projects incentivized using TIF in the Downtown and other areas, however there were no standardized requirements.

Strategic Economics tested the financial feasibility of a variety of residential building prototypes under a range of policy scenarios and economic conditions. This included estimating the maximum potential affordable housing set-aside if the policy were to target different household income levels, as well as sensitivity testing to address uncertainty about future economic conditions due to COVID-19. With guidance from City staff, City leadership and a Stakeholder Working Group comprised of local developers and community advocates, the team developed a policy that responds to local housing needs as well as market realities. The policy is currently in draft form, and expected to be approved by the City Council in summer 2021.

			
Prototype 1 High Rise	Prototype 2A/2B Mid Rise	Prototype 3A/3B Low Rise	Prototype 4 Walkup
Market: Strongest	Market: Strongest (2A) and Strong (2B)	Market: Strong (3A) and Medium (3B)	Market: Low
1-acre parcel 8 to 12 stories 200 du/ac	1-acre parcel 5 to 6 stories 100 du/ac	1-acre parcel 3 to 4 stories 50 du/ac	10-acre parcel 2 to 3 stories 15 du/ac
Structured & underground parking	Structured parking	Surface parking	Surface parking
Ground floor retail	Ground floor retail	No ground floor retail	No ground floor retail

San Francisco Housing Affordability Strategies

Client: City and County of San Francisco, California



San Francisco Housing Affordability Strategies



Strategic Economics conducted technical analysis to assist the San Francisco Planning Department with its citywide Housing Affordability Strategies (HAS). The firm worked closely with City staff and sub-consultants to develop tools and policies that will improve housing production (market-rate and affordable) and preserve existing affordable housing.

San Francisco is in a housing affordability crisis, with rapidly rising costs, insufficient housing production, and an influx of higher income households. The city has seen an increase in cost burdens and a drop in low- and moderate-income households, certain racial/ethnic groups, and household types. The City has struggled to substantially improve housing affordability for low and moderate-income households and lacks a comprehensive picture of how various policies and programs work together to address affordability, a gap the HAS is meant to fill.

Strategic Economics worked with stakeholders, community members, policy advocates, and housing experts to identify metrics and policy tools, and then studied the impacts of various investments, policies, and plans to achieve greater affordability citywide. Strategic Economics led the feasibility analysis to understand how different zoning policies and strategies to reduce construction cost could boost market-rate housing development, especially in the West Side of San Francisco, which has not received recent multi-family housing development. In addition, Strategic Economics studied financial strategies to increase the production and preservation of affordable housing.

As the prime consultant on this project, Strategic Economics coordinated with other technical sub-consultants, City staff from Planning and the Mayor's Office of Housing and Community Development, and the community engagement consultant. Strategic Economics worked with City staff to produce a cohesive report with policy recommendations, along with white papers summarizing the research and analysis.

Marin County In-Lieu Fee Study and Commercial Nexus Fee Studies

Client: County of Marin, California



In 2008 VWA prepared an In-Lieu Fee Study for Marin County to update its in-lieu fee and make other Ordinance changes. Also, since the County was interested in applying a housing fee on single family homes, VWA conducted a residential nexus study for a housing impact fee. The Board of Supervisors modified its Ordinance at the conclusion of the study, so that the Ordinance now includes single family homes.

Because parts of West Marin are rural areas, representatives of the Marin County Farm Bureau contacted the Marin County Community Development Agency to express concern that the adoption of the new housing impact fee would hurt local ranchers. VWA assisted staff in crafting responses to these concerns, so that when the final public hearing was held to adopt the fee, there was no opposition. In 2014, VWA prepared a nexus study for rental housing impact fees for the County. VWA recently completed a nexus study for Residential Care/Skilled Nursing Facilities. The Board of Supervisors has adopted these fees.

Currently, Strategic Economics and VWA are collaborating on a new inclusionary study, in-lieu fee analysis, and commercial linkage fee nexus study for seven jurisdictions in Marin County.

San Benito County In-Lieu Fee Study, Housing Strategy, and Revised Ordinance

Client: San Benito County, California

VWA is currently working for San Benito County. There are many phases of this study including the calculation of rental and for-sale housing affordability gaps (completed). Upcoming phases include financial feasibility of potential in-lieu fee levels, modifying the Affordable Housing Ordinance to include rental housing, and development of an Affordable Housing Strategy.

LEGAL EXPERIENCE

Our team has conducted dozens of nexus studies for affordable housing mitigation fees using well-established methodologies. None of our studies have ever been legally challenged. Below is a summary of legal principles that we follow account when designing our methodology:

- The fee must be based on a reasonable relationship between the “public cost” and the new development. This standard is based on the decision by the Ninth Circuit Court of Appeals in *Commercial Builders of Northern California v. City of Sacramento*, which upheld the City’s commercial linkage fees.
- The assumptions in the nexus study should be conservative in order to not overestimate the maximum fees.
- All of the data and assumptions in the nexus model should be documented and sourced appropriately for maximum transparency.

REFERENCES

Project: Palo Alto Residential and Commercial Nexus and Feasibility Studies

Jonathan Lait, Director
Planning Department
City of Palo Alto
250 Hamilton Ave.
Palo Alto, CA 94301
P: (650) 617-3117
E: Jonathan.Lait@CityofPaloAlto.org

Project: Honolulu Affordable Housing Requirement and Commercial Linkage Fee Nexus Studies

Harrison Rue
Community Building and TOD Administrator
City and County of Honolulu
650 So. King St.
Honolulu, HI 96813
P: (808) 768-8294
E: hrue@honolulu.gov

Project: San Pablo Affordable Housing Strategy

Charles Ching, Interim Assistant City Manager
City of San Pablo
13831 San Pablo Ave
San Pablo, CA 94806
P: 510-215-3031
E: charlesc@sanpabloca.gov

FEE ESTIMATE

The total cost of the scope of work described in this proposal is \$295,600, including \$6,000 in reimbursable expenses for IMPLAN 3 modeling and other data purchases.

Due to the current constraints on travel related to the COVID-19 pandemic, Strategic Economics/VWA propose to conduct the desired community engagement through virtual meetings and an online community survey. However, if the restrictions on travel are lifted and community gatherings are once again safe to do, key members of the team are available for up to two trips for in-person meetings.

The consultant team has provided the estimated cost of travel for in-person meetings as an optional budget item.

Strategic Economics/WVA Fee Proposal
Teton County/Town of Jackson

		Strategic Economics				Vernazza Wolfe	Total Cost by Task
Title		Srivastava	Fogarty	Cummings/ St-Louis	Associate	Principal	
Hours by Task	Hourly Rate	\$235	\$235	\$170	\$140	\$235	
Task 1	Project Initiation						\$15,820
1.1	Review of Background Materials	4	2	14	8	2	\$5,380
1.2	Kick-off Meeting and Ongoing Coordination	20	2	20	10	2	\$10,440
Task 2	Housing Nexus Study Analysis						\$145,900
2.1	Affordability gap calculation	12	2	24	60	12	\$18,590
2.2	Residential Nexus	40	8	80	140	24	\$50,120
2.3	Nonresidential/Commercial Nexus	40	8	80	100	20	\$43,580
2.4	Strategies for Non-Brick-and-Mortar	22	8	60	90	16	\$33,610
Task 3	Regional Housing Needs Assessment						\$66,300
3.1	Economic and Demographic Trends	4	2	16	40		\$9,730
3.2	Housing Conditions	4	2	24	40		\$11,090
3.3	Workforce Occupation and Wages	8	2	24	60		\$14,830
3.4	Housing Market Analysis	12	2	16	60		\$14,410
3.5	Community Preferences	12	4	24	60		\$16,240
Task 4	Community Outreach and Engagement						\$61,580
4.1	Technical Stakeholder Meetings (Virtual)	16	8	32	8	8	\$14,080
4.2	Additional Stakeholder Interviews (10-15)	10		15	15	8	\$8,880
4.3	Public Hearings (Virtual)	12		16	24	8	\$10,780
4.4	Public Outreach Event (Virtual)	8		16	8	4	\$6,660
4.5	Online Community Survey	10	10	20	80	8	\$21,180
Labor Subtotal		234	60	481	803	100	\$289,600
Expenses							
IMPLAN 3 Model							\$5,000
Data Purchases							\$1,000
Expense Subtotal							\$6,000
Total Budget							\$295,600

Optional Travel Budget

Strategic Economics						
Title		Principal		Associate II		Total Cost
Hourly Rate		\$235		\$170		
Trip 1		12	\$2,820	12	\$2,040	\$4,860
Trip 2		12	\$2,820	12	\$2,040	\$4,860
Labor Subtotal		12	\$2,820	12	\$2,040	\$9,720
Estimated Travel Expenses						
Flight at \$600 round trip x 2 trips x 2 people						\$2,400
Hotel at \$300/night x 2 nights x 2 people						\$1,200
Meals at \$75 per diem x 3 days x 2 people						\$450
Expense Subtotal						\$4,050
Subtotal Travel Budget						\$13,770

C. PROCESS PROPOSAL

Strategic Economics and VWA have developed a proposal that responds to the core issues and goals raised in the RFQ. Our team understands that housing affordability has long been a concern in Jackson/Teton County, and that the Comprehensive Plan has established to house at least 65% of its workforce locally. In order to help meet that goal, the Town and County (Client) have created a number of workforce housing initiatives. These include zoning incentives to encourage workforce housing development, as well as a requirement for new development projects seeking zoning changes to mitigate their impacts on the demand for workforce housing. The current mitigation program is based on a 2013 nexus study.

The Client is now seeking a proposal to conduct the following:

- 1) A new **Housing Nexus Study** to demonstrate the linkages between new development and the need for affordable and workforce housing. In addition to these fees, the Town and County are interested in exploring potential options to also require non-brick-and-mortar businesses to mitigate for their impacts on workforce housing.
- 2) A new **Regional Housing Needs Assessment** to provide up-to-date information about the current and future workforce housing needs in Teton County, WY; Teton County, ID; and Northern Lincoln County, WY.
- 3) A **Community Engagement** process that will allow members of the public, including Town and County taxpayers, local working families, business owners, developers, and visitors to provide input. The Client also intends to form a Technical Stakeholder Group to inform the studies.

Each of these components is addressed in the scope of work described below.

Task 1: Project Initiation

1.1: Review of Background Materials

Review background information on the demographics and housing conditions in Teton County and the Town of Jackson, including prior housing needs assessments, economic and market reports, and nexus studies.

1.2: Kick-off Meeting and Coordination

The consultant team will meet with the Client at the onset of the project via a virtual meeting. The purpose of this meeting is to finalize the scope of work and schedule, review the proposed methodologies, and obtain any additional background materials or key information. An agenda would be provided in advance of the meeting. It will also be important to establish protocols for communication, project management, and roles and responsibilities for the Consultant Team and the Client.

The consultant team will have conference calls with the Client every two weeks to discuss project progress, schedule, and coordinate next steps.

Deliverables:

- Revised scope (if necessary)

- Revised project schedule with milestones
- Coordination calls every two weeks

Task 2: Housing Nexus Study Analysis

The Housing Nexus Study task will calculate the number of workforce households generated by new residential development and new nonresidential/commercial development, and estimate the “affordability gap” for building housing that is affordable to the workforce households earning below 200% of the area median income. The methodology proposed will allow the consultant team to develop the following outputs:

- A maximum, legally defensible mitigation fee for up to four residential building types, which could range from custom-built vacation homes, single-family subdivisions, multi-family condominiums/townhomes, and multi-family rentals.
- A maximum, legally defensible mitigation fee for up to three nonresidential/commercial building types, which may include hotel, retail, office/medical office, or other uses.
- Guidance on potential tools to mitigate the workforce housing impacts of non-brick-and-mortar businesses

The study will not mandate specific fees for the Town and County, as this is a process that will involve a number of policy considerations in each jurisdiction.

2.1: Calculation of Affordability Gap

The Consultant Team will calculate the affordability gap in Teton County and the Town of Jackson for households ranging from very low income (0 - 50% MFI) to workforce households (120% - 200% MFI). The affordability gap represents the difference between what households can afford to pay for housing and the cost of developing new housing units. The housing affordability gap is used as an input for the calculation of housing mitigation fees for residential and nonresidential/commercial developments. The methodology routinely used for the gap calculation is as follows:

- Step 1: Calculate affordable rents and sales prices for income groups to be served under proposed programs for the two jurisdictions. The team will confirm with the target income groups with Teton County and the Town of Jackson. Most commonly, renter housing affordability gaps are calculated for lower income households (0 - 80% MFI). The housing affordability gap for ownership housing is usually calculated for moderate and workforce households (81% - 200% MFI); however, this depends on each jurisdiction’s policy objectives. Affordable rents and sales prices will be calculated using standard methods used by local programs.
- Step 2: Calculate housing affordability gap for ownership housing, based on the difference between the cost of developing a new modest, residential unit (of the appropriate size for the household) and the amount a household can afford to pay at various income levels and household sizes.
- Step 3: Calculate the housing affordability gap for rental housing based on the difference between the annual capitalized value of the net affordable rent and the annual amortized mortgage payment needed to fund the new rental unit. Again, separate calculations are made for each income group and household size included in the gap analysis.

Deliverables:

- Concise technical memorandum containing draft tables summarizing the affordable housing gap for renters and owners

2.2: Residential Nexus

The purpose of this task is to estimate the increase in demand for affordable housing associated with growth in new residential development. The primary driver for this increase in demand for affordable housing is the growth in expenditures for goods and services attributable to buyers and renters of new market rate housing units in Teton County and in the Town of Jackson.

For each jurisdiction, the Consultant Team will calculate mitigation fees for up to four residential development prototypes that represent different residential building products. The Consultant Team will work with each jurisdiction to review the types of housing developments that have been recently built, are under construction, or planned. This information allows the Consultant Team to define the residential prototypes to include in the study. Prototypes will vary by size, rents and sales prices, and will result in individually calculated nexus-based mitigation fees for each product type.

It is assumed that an increase in household expenditures associated with new housing units results in employment growth. Some of these new employees can afford market rate housing (based on household income), and some will earn incomes below the level needed to afford market rate housing. It is this second group of employee-households that will face financial challenges, if they want to work and live in Teton County or the Town of Jackson.

The list below provides a summary of the analytic steps involved. This analysis answers the question, “What is the maximum mitigation fee that can be charged?” However, the client will have the discretion to set the fee at a lower level, depending on the objectives of policymakers.

- Step 1. Define the residential prototypes that represent new market rate housing development. (Task 3.1.)
- Step 2. Estimate household incomes of buyers and renters of new market-rate units. Annual gross rents are used to estimate household incomes of future renters moving into new rental properties, whereas sales prices are used to estimate household incomes of future buyers of new units.
- Step 3. Estimate economic impacts of new buyers and renters using IMPLAN3, a regional input/output model.
- Step 4. Estimate the number of new worker households and annual household incomes.
- Step 5. Estimate the demand for affordable housing from new worker households.
- Step 6. Estimate the aggregate affordability gap of new households requiring affordable housing.
- Step 7. Estimate the maximum mitigation fee per unit and per square foot.

The Consultant Team recognizes that it may be necessary to adjust mitigation fees on an annual basis. Adjustments are also needed due to possible changes in the affordability gap. The Consultant Team will provide recommendations on indices and best practices for adjusting the residential mitigation fees.

Upon receipt of comments from the client, the consultant team will prepare final nexus study reports for residential development for Teton County and for the Town of Jackson.

Deliverables:

- Draft residential nexus reports summarizing the maximum fees with methodology appendix.
- Final residential nexus reports summarizing the maximum fees with methodology appendix.

2.3: Commercial Linkage/Nonresidential Nexus

The purpose of the Commercial Linkage /Nonresidential Mitigation Fee Nexus Study is to quantify the increase in demand for affordable housing that accompanies new nonresidential development. This includes all brick-and-mortar businesses that occupy nonresidential spaces, ranging from office buildings to medical clinics. It is assumed that there will be a net gain in employment when new nonresidential space is built. The ability of new employees to pay for housing costs is linked to their occupations (and hence salaries). Additional resources will be needed for many employees to be able to obtain affordable housing in Teton County/Town of Jackson.

Prior to beginning this task, the consultant team will distribute a data request to the Client to collect information on the types of nonresidential developments that have been recently built, are currently under construction, or are in the pipeline. This information is useful in defining the nonresidential prototypes to include in the study. Since prototypes vary by size and intended use, e.g., office, retail, hotel, medical, etc., it is important to estimate separate commercial linkage fees for each prototype. This scope covers selection of up to three nonresidential prototypes.

The first step of the nexus analysis is to calculate the number of employees that will work in the new space, the number of new households associated with this employment growth, and the number of these new households expected to live in each jurisdiction. The second step is to estimate the incomes of the new employee-households. The third step is to estimate the number of households that will need affordable housing. These calculations will be undertaken separately for each land use as shown below.

Analytical Steps to Estimate Affordable Housing Impacts from New Nonresidential/Commercial Developments

- Select commercial prototypes, such as office, retail, and hotel. The goal is to develop separate linkage fees for each development type for each jurisdiction. Develop a prototype project size for each development type.
- Select appropriate employment density factors for each prototype. Employment density is defined as the number of square feet of space per employee.
- Calculate the number of employees who will work in the new space of each development prototype by dividing total project size by the relevant employee density figure.
- Calculate the number of households represented by these new employees. This adjustment is based on dividing growth in employment by the average number of wage earners per household in each jurisdiction provided by the most recent census.
- Estimate employee incomes by using the average wage by occupation for all employees likely to work in the newly developed commercial space. Since new space will employ workers in a range of occupations, an average income for each commercial development type will be calculated.

- Estimate the percentage of employees living locally (in Teton County, WY) based on commuter data.
- Convert employee income to household income in order to adjust for multiple wage earners in households.
- Determine the number of new employee-households at or below the household income threshold that applies to the program. It should be consistent with the income cut-off used in the affordability gap analysis and the residential nexus study.

The number of households requiring affordable housing is then multiplied by the average affordable housing gap figure from Task 2.1. This aggregate sum is then divided by the size of each prototype to generate a mitigation fee per square foot. This calculation is performed separately for each commercial prototype. For mixed use projects, the fee would be pro-rated based on projected land uses. These fees represent the maximum that can be charged.

The Consultant Team recognizes that it may be necessary to adjust mitigation fees on an annual basis. Adjustments are also needed due to possible changes in the affordability gap. The Consultant Team will provide recommendations on indices and best practices for adjusting the nonresidential fees.

Upon receipt of comments from the client, the consultant team will prepare final nexus study reports for nonresidential development for Teton County and the Town of Jackson.

Deliverables:

- Draft nonresidential nexus reports summarizing the maximum commercial/nonresidential fees with methodology appendix.
- Final nonresidential nexus reports summarizing the maximum commercial/nonresidential fees with methodology appendix.

2.4: Strategies for Non-Brick-and-Mortar Businesses

The mitigation fees that will be established through the Housing Nexus Study for residential and nonresidential/commercial development cannot be charged on non-brick-and-mortar businesses. However, there are many internet-based businesses and home-based businesses that employ workers that are unable to affordably live within the County or Town. For this task, the consultant team will explore the viability of a variety of potential tools that could be suitable to these types of businesses and have been applied in other jurisdictions to raise revenues for housing. Some examples include: new business license fees (Berkeley), a levy on digital advertising (Maryland), and gross receipt taxes (San Francisco). However, there are political, economic, and legal considerations that would need to be evaluated in the Wyoming context.

The consultant team will work with the Client to identify and evaluate up to five potential strategies to raise revenues from non-brick-and-mortar businesses for workforce housing. For each tool, Strategic Economics will provide case study examples of how it has been applied in a particular state or local jurisdiction, estimate how much revenue it could generate annually in Jackson/Teton County, and highlight the pros and cons of implementation.

Deliverables:

- Draft memo on strategies to mitigate the need for workforce housing from non-brick-and-mortar businesses

- Final memo on strategies to mitigate the need for workforce housing from non-brick-and-mortar businesses

Task 3: Regional Housing Needs Assessment

In this task, the consultant team will conduct a regional housing needs assessment to demonstrate current and future workforce housing needs in the commute-shed region, including Teton County, WY; Teton County, ID; and Northern Lincoln County, WY. The purpose of the analysis is to provide the community and policymakers with a better understanding of the types of housing that are needed today and in the longer term to inform future planning efforts.

The regional housing needs assessment will rely on a combination of data sources, including data from local governments and agencies; published data such as the U.S. Census and the Bureau of Labor Statistics; an online community survey of residents, employers, and community organizations; and input from the technical stakeholder group. The following summarizes the key analytical tasks for the regional housing needs assessment.

3.1: Review of Economic and Demographic Trends

The consultant team will review key demographic variables for the commute-shed region, including:

- Historical population and household growth
- Employment growth by industry
- Key household characteristics, including:
 - Income
 - Household type (family, non-family)
 - Age of householder
 - Household size
 - Race/ethnicity and language spoken
- Growth forecasts for employment and population

3.2: Review of Housing Conditions

The consultant team will review key housing variables for the commute-shed region, including:

- Existing number of units by type, age, and location within the region
- Condition/quality of existing units
- Overcrowding and cost-burden by tenure (renter and owner)
- Affordable housing inventory
- Estimated zoning capacity for housing development, assuming this data is available from the participating jurisdictions

3.3: Workforce Occupation and Wages

The consultant team will summarize the current workforce characteristics, including:

- Number of workers by industry/occupation
- Commute patterns by industry/occupation
- Wages by industry/occupation
- Seasonality of jobs
- Job openings and retirements (if available)
- Maximum affordable sales prices and rents for workers in largest occupational categories, drawing from the results of the nexus study

3.4: Housing Market Analysis

The consultant team will analyze the recent trends and current residential market conditions. The analysis will include both rental and ownership housing. Some of the indicators to be examined include:

- Trends in home sales prices, including vacation/second homes
- Market-rate sales prices compared to the affordable sales prices and rents for workforce households
- Trends in occupancy rates
- Development activity, including building permits
- Trends in construction costs in the region, compared to national data
- Demand for workforce housing based on projected growth

3.5: Community Preferences

Based on the survey results from the online community survey and other stakeholder engagement as described in Task 4.2, the consultant team will describe the demographics and housing preferences of resident, worker, and visitor households. The depth of the analysis will depend on the response rate and the quality of the results of the survey. The survey would be administered through stakeholder groups to employers, residents, and visitors. Some of the topics that would be covered in the survey would include:

- Demographics of **labor force**, including employment status by occupation and industry, annual wages/salary, household income, tenure (renter/owner), and whether they live in the region seasonally or year-round. The labor force includes residents who live in the region but may work outside of the region.
- Demographics of the **workforce** by occupation and industry, including annual wages/salary, household income, tenure (renter/owner), and whether they work in the region seasonally or year-round. The labor force includes employees who work in the region but may live outside of the region.
- Commute times and mode of transportation labor force and workforce
- Level of satisfaction with current place of residence, housing conditions, and quality of life
- Current housing and transportation costs
- Housing preferences of visitors, residents and workers, including where they would like to live and what type of housing they would prefer
- Longevity living or working in the region
- Retirement expectations
- Other concerns regarding housing affordability and availability in the region and in the Town/County

Deliverables:

- Draft Regional Housing Needs Assessment Report
- Final Regional Housing Needs Assessment Report

Task 4: Community Outreach and Engagement

Due to the current constraints on travel related to the COVID-19 pandemic, Strategic Economics/VWA propose to conduct the desired community engagement through virtual meetings and an online community survey. However, if the restrictions on travel are lifted and community gatherings are once again safe to do, key members of the team are available for in-person meetings. The cost proposal itemizes the cost of travel for in-person meetings as an optional task.

4.1: Technical Stakeholder Group Meetings

Senior staff from the Strategic Economics/VWA team will attend up to four (4) virtual meetings or interviews with the Technical Stakeholder Group formed by the Client for the purposes of this project. These meetings will be an opportunity for the consultant team to share information about the methodology, vet assumptions, explain the results of the Housing Nexus Study and the Regional Housing Needs Assessment, and receive feedback. It is assumed that the Client will be responsible for organizing the meetings, and the consultant team will provide meeting materials and facilitate discussion.

4.2: Additional Stakeholder Interviews

Senior staff from the Strategic Economics/VWA team will participate in 10 to 15 additional one-on-one stakeholder interviews by phone. The interviewees could include some of the members of the Technical Stakeholder Group, as well as organizations representing communities that are often left out of traditional planning processes but are highly impacted by housing affordability issues (e.g., immigrant workers, low-income households, seasonal workers, etc.). The individual interviews are intended to provide more information about housing needs in the region from people who have direct knowledge and experience with these issues. Interviews can also be conducted in Spanish to maximize the reach of the engagement process.

Deliverables:

- Notes from stakeholder group meetings and interviews

4.3: Public Hearings

The consultant team will prepare materials, including a PowerPoint presentation. The consultant team will present the results of the Housing Nexus Study and the Regional Housing Needs Assessment at up to two (2) virtual public hearings.

Deliverables:

- Power point presentations

4.4: Public Outreach Event

The consultant team will attend one virtual public event to share information about the study and receive feedback from the larger community. It is assumed that the Client will be responsible for organizing the event, and the consultant team will provide meeting materials and take notes.

Deliverables:

- Meeting materials and notes

4.5: Community Survey

As described in Task 3.5, the consultant team will develop an online survey tool in English and Spanish for residents, employers, visitors, and other stakeholders using a platform like Survey Monkey. It is

assumed that the Client will host the online survey platform and help to disseminate it. The consultant team will build the survey instrument, monitor and collect responses, and summarize the results. The timing of the survey will be determined in consultation with the Client to maximize participation.

Deliverables:

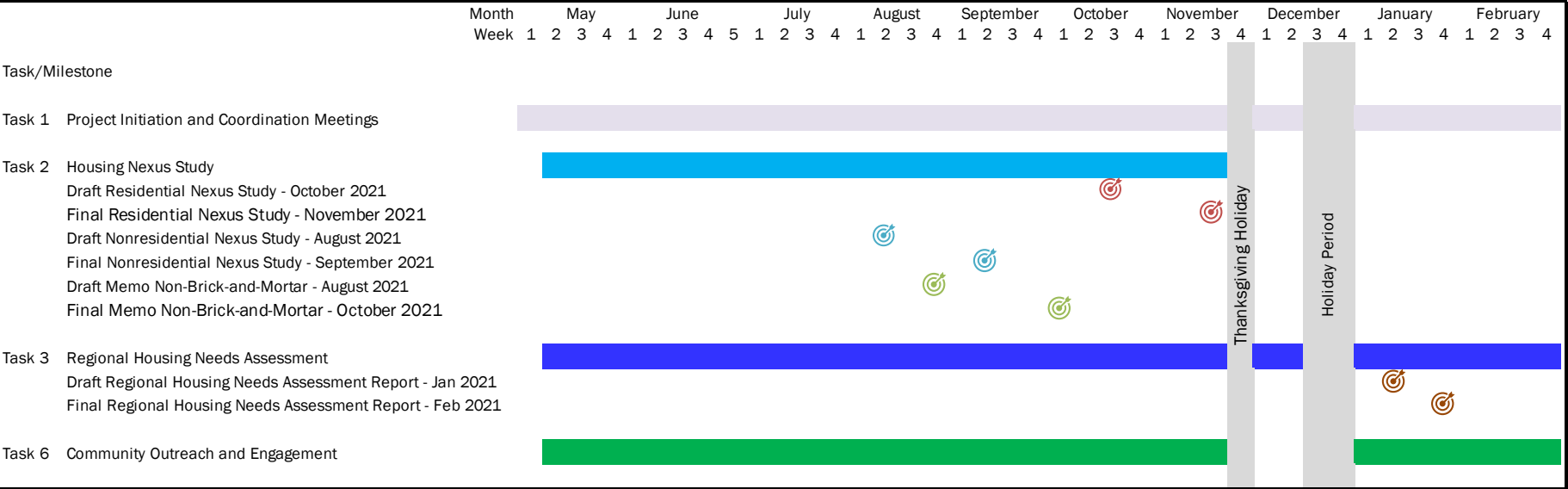
- Survey instrument in English and Spanish
- Tables and charts summarizing the results of the community preferences survey

SCHEDULE

The following page summarizes the proposed schedule for completing the assignment. Assuming a contract execution date of early May, 2021 the schedule shows that the Final Nexus Study would be complete by November 2021 2021, within approximately 6 months of initiation. The Regional Housing Needs Assessment would be complete by February 2022.

The proposed schedule is conditional on the timing of contract execution, timing for staff review of documents, and the ability to schedule public outreach meetings, meetings with stakeholders, and meetings with decision-makers.

PROJECT SCHEDULE



Note: The schedule is conditional on the timing of contract execution, timing for staff review of documents, and scheduling meetings with stakeholders/public.

TOWN AND COUNTY STAFF SUPPORT

The Strategic Economics/VWA Consultant Team envisions working in close coordination with Town and County Staff (Client) on this assignment. The following summarizes our key assumptions about the role of the Client throughout the assignment:

- The Client will provide a single set of consolidated, non-conflicting and actionable comments on each deliverable.
- All data and information provided by the Client will be assumed to be correct and up-to-date. The Consultant Team is not responsible for out-of-date or inaccurate information.
- Client staff will serve as partners to the Consultant Team in the update process and will be responsible for, at minimum, the following activities:
 - Writing all staff reports
 - Logistics of Technical Stakeholder Group and other community meetings
 - Assisting with coordination of data requests from other participating jurisdictions
 - Assisting with outreach to inform the community about public engagement activities
 - Cost of meeting facilities and supplemental costs of community engagement (e.g., printing meeting materials and the cost of subscriptions to Survey Monkey, if necessary)
 - Hosting virtual meetings and providing online platforms like Zoom
 - Timely response to Consultant Team questions and review of documents and materials prepared by the Consultant Team

D. RESUMES OF KEY PERSONNEL



Education

Master of City Planning
University of California, Berkeley

Bachelor of Arts
Mount Holyoke College
South Hadley, Massachusetts

Professional Experience

Principal
AECOM Economics
San Francisco, California

Senior Associate
Economics Research Associates
San Francisco, California

Planner
Urbana Consultores
Quito, Ecuador

Selected Publications

Transit and Employment, 2011

Transit and Regional Economic Development, 2011

Community Development Financial Institutions and Transit-Oriented Development, 2010

Contact

510-647-5291 x 105
ssrivastava@strategiceconomics.com

Sujata Srivastava has over 20 years of experience in urban economics consulting. She specializes in real estate market analysis, development feasibility analysis, and economic development strategies, especially in transit-oriented and infill locations. Ms. Srivastava has completed numerous projects for cities and regions addressing affordable housing development, preservation, and funding. Ms. Srivastava has a Master's Degree in City and Regional Planning from the University of California, Berkeley.

Selected Projects

Palo Alto Residential and Commercial Linkage Fee Nexus and Feasibility Studies, Palo Alto; 2014-2020

Ms. Srivastava completed housing impact fee and commercial linkage fee nexus and feasibility studies in Palo Alto in 2015. She has continued to advise the City on the inclusionary housing policies and commercial linkage fee requirements to encourage more mixed-income development in the city.

Residential Impact Fee and Commercial Linkage Fee Nexus and Feasibility Studies for 21 Elements, San Mateo County; 2014-2016

Ms. Srivastava was the Principal-in-Charge for the 21 Elements Nexus Studies, conducting housing impact fee and commercial linkage fee nexus and feasibility studies for 21 jurisdictions in San Mateo County. Ms. Srivastava developed the methodologies and oversaw the nexus and feasibility analyses. She presented the analysis and recommendations to staff members, stakeholders, and elected leaders.

San Francisco Housing Affordability Strategies, San Francisco, CA; 2019-2020

Ms. Srivastava is the Principal-in-Charge of the technical consultant team assisting the City of San Francisco's Planning Department on the Housing Affordability Strategies, a comprehensive approach to improving affordability through a variety of policies and programs. She contributed to the feasibility analysis and funding and financing strategies for affordable housing production and preservation.

Marin County Housing Studies, Marin County, CA; 2020-Ongoing

Ms. Srivastava is the Principal-in-Charge for a study of inclusionary housing and commercial linkage fee nexus studies for seven jurisdictions in Marin County. She is overseeing the methodology of the studies, public outreach, and all technical deliverables.

San Pablo Affordable Housing Strategy, San Pablo, California; 2020-2021

Ms. Srivastava was the Principal-in-Charge for the citywide affordable housing strategy, including an assessment of housing needs to develop more equitable development and anti-displacement policies. She oversaw the analysis and facilitated community workshops in English and Spanish.

Next Stop Fort Lauderdale, Fort Lauderdale, Florida; 2018-2019

Ms. Srivastava developed a workforce housing analysis to inform the City's planning efforts for Downtown Fort Lauderdale. Her work included a detailed examination of affordability challenges for workers in the city and region, including an analysis of combined housing and transportation costs. She provided recommendations for workforce households in the planning area.

Sujata Srivastava

Principal

VTa's BART to Silicon Valley Phase II Transit-Oriented Communities Strategy Study, San José and Santa Clara, CA; 2018 – Ongoing. Ms. Srivastava oversaw the analysis of affordable housing opportunities and constraints along the BART to Silicon Valley Phase II alignment. This work is informing the implementation strategies and recommendations for the Alum Rock, Downtown San José, and Santa Clara station areas.

South San Francisco Commercial Linkage Fee Feasibility Analysis, South San Francisco, CA; 2018

Ms. Srivastava completed a financial feasibility analysis of commercial linkage fees on office/R&D, hotel, and retail development projects in South San Francisco. The analysis included the development of prototypes that represented the unique nature of the office/R&D market in South San Francisco, which is dominated by large biotech firms. She also reviewed commercial linkage fees and policies in neighboring cities. Based on the results of these analyses, the City of South San Francisco implemented commercial linkage fees in late 2018.

Mountain View El Camino Real Precise Plan, Mountain View, California; 2013-2014

Ms. Srivastava completed the affordable housing and anti-displacement strategies of the El Camino Real Precise Plan. She also developed a community benefits zoning policy for the Precise Plan which has allowed the City of Mountain View to charge community benefits fees in exchange for providing density incentives. The fee revenues collected will fund community benefits such as affordable housing, community spaces, and public realm improvements.

Funding Gap for Affordable Housing Near Transit, Bay Area, CA; 2016-2017

Ms. Srivastava wrote a white paper quantifying the Bay Area region's funding needs for affordable housing, and providing strategies for raising additional funding and enacting new policies at the local, state, and federal level to enable construction of lower income housing.

Community Development Finance Institutions and Transit-Oriented Development White Paper, Low Income Investment Fund, San Francisco, California; 2010

Ms. Srivastava co-authored a white paper examining ways in which community development finance institutions (CDFIs) could deepen their involvement in promoting equitable TOD nationally. The paper provided a description of the benefits of equitable TOD, and its relationship to the broad goals of the CDFI industry; a discussion of challenges; a description of the range of strategies employed to overcome these challenges; and a framework for understanding the potential evolution in the role of CDFIs in TOD.

Trends in Transit-Oriented Development, Federal Transit Administration, 2014

Ms. Srivastava was part of the Center for Transit-Oriented Development (CTOD) team hired by the Federal Transit Administration to study trends in transit ridership and transit-oriented development (TOD) between 2000 and 2010. Ms. Srivastava led the analysis of employment trends near transit, including an assessment of how new transit investments made more jobs accessible by transit, and an evaluation of how older transit areas performed during the course of the decade in terms of job growth. The report was published in 2014.

Downtown Menlo Park and El Camino Real Specific Plan, Menlo Park, California; 2011-2012

To inform the specific plan for Downtown Menlo Park and El Camino Real, Ms. Srivastava conducted financial feasibility analysis of several conceptual development models agreed-upon by the City and public. The analysis provided decision-makers with a clear understanding of the market potential for development in the plan area, and highlighted tools and strategies to garner public benefits in the Plan Area.

Santa Barbara General Plan Economic Analysis, Santa Barbara, California; 2009

Strategic Economics conducted market, financial and economic impact analyses to guide the City of Santa Barbara's General Plan update. Ms. Srivastava examined the impact of policy changes on the feasibility of market-rate housing development in the city, as well as the ability of the market to provide desired public benefits like retail space and workforce housing.



Education

Master of Science in Real Estate Development
MIT Center for Real Estate
Cambridge, Massachusetts

Master of City Planning
MIT Department of Urban Studies and Planning
Cambridge, Massachusetts

Bachelor of Arts in Geography
University of California, Berkeley
Berkeley, California

Professional Experience

Associate
Economic Research Associates
San Francisco, CA

Senior Research Analyst
MIT Center for Real Estate
Cambridge, MA

Selected Publications

Rails to Real Estate: Development Patterns Along Three Recently Constructed Rail Lines,
Federal Transit Administration, 2010

Capturing the Value of Transit,
Federal Transit Administration, 2008

Contact

510-647-5291 x103
nfogarty@strategiceconomics.com

Nadine Fogarty leads a wide range of economic studies, providing expertise in market analysis, development feasibility, and public sector financing strategies with a focus on urban infill and transit-oriented development (TOD). She specializes in evaluating the implications of planning policies and public investments on development potential and creating strategies to capture value for community benefits.

Selected Projects

Honolulu Housing Assistance, Honolulu, HI, 2017 - Ongoing

Nadine advised the City and County of Honolulu with a variety of efforts to promote affordable housing, including market and feasibility analysis for City-owned properties to prepare for developer solicitations; development of the island-wide affordable housing requirement; evaluation of benefits that might be achieved through a TOD density bonus; and preparation of a commercial linkage fee nexus study.

Indianapolis Affordable Housing Incentive Policy, Indianapolis, IN; 2019 - ongoing

Nadine assisted in development of the proposed Affordable Housing Incentive Policy, an inclusionary policy that will apply to projects receiving economic incentives from the City of Indianapolis. This included working with the City, the local development community and a Stakeholder Working Group to test the feasibility of a variety of policy options.

Feasibility Analysis for the Hub Area, San Francisco, CA; 2016 - Ongoing

Nadine led an analysis of the amount of affordable housing that could be produced by market rate development in the City's Hub area under a range of housing policies and zoning scenarios. The analysis included evaluation of the financial tradeoffs between allowing additional building height and density, requiring below market rate housing as part of development, and implementing a community facilities district (CFD) in the area.

Downtown Oakland Specific Plan, Oakland, CA; 2015 - Ongoing

Nadine is leading the economic analysis for the Specific Plan, which is intended to serve as a model for how City planning efforts can incorporate racial equity. As a part of these efforts, Nadine is developing strategies to meet community goals related to housing and economic development.

Study on the Use of TIF Tools for Location-Efficient Housing in California, 2020.

Nadine led a study for the Governor's Office of Planning and Research (OPR) on the use of TIF tools for location-efficient housing in California, including the extent to which TIF tools are being used across the state, opportunities and barriers to increased use, and recommendations for ways to increase use of TIF to support location-efficient housing.

Nadine Fogarty

Principal /Vice President

Real Estate Advisory Services for the San Mateo County Transit District, San Francisco Bay Area, CA, 2015 – Ongoing
Nadine is assisting SamTrans real estate staff with developer negotiations on agency-owned properties in San Mateo and Daly City. She also provided guidance regarding a P3 approach to redevelopment of the Agency Headquarters.

Real Estate Advisory Services for Alameda County, Alameda County, 2020 – Ongoing
Nadine is assisting the Alameda County Community Development Agency in evaluating potential disposition strategies for two County-owned properties, including the potential for an affordable housing project for veterans.

TOD Strategy for the BART Phase 2 Extension (VTA), San Francisco Bay Area, CA; 2018 - 2019
Nadine led the economic analysis for a TOD Strategy focused on planned new BART stations in San Jose and Santa Clara. The study includes an analysis of market potential for future development, feasibility analysis to understand opportunities and barriers to development, and an implementation strategy.

Caltrain Rail Corridor Use Policy and Station Management Toolbox, San Francisco Bay Area, CA, 2017 – Ongoing
Nadine is assisting with two related Caltrain efforts: 1) development of a policy to guide use of real estate assets; and 2) creation of a “toolbox” that will offer a data-driven approach to station management. As part of these efforts, Nadine is identifying opportunity sites for development on properties owned by the Peninsula Joint Powers Board, estimating revenue potential from those properties, and evaluating trade-offs associated with different policy scenarios. These two efforts will ultimately inform development of a new TOD Policy.

Honolulu Primary Urban Center Development Plan, Honolulu, HI; 2017 – Ongoing
Nadine is leading the economic analysis for the Primary Urban Center Development Plan, which encompasses most of urban Honolulu. Strategic Economics developed white papers on the topics of affordable housing and economic development in Honolulu, which will help to guide land use decisions in the Plan.

Core Capacity Transit Study, San Francisco Bay Area, CA; 2017
Nadine provided economic analysis to support planning for future short- medium- and long-term transit investments serving the San Francisco Core, including development of detailed growth scenarios for the greater downtown areas in both San Francisco and Oakland.

Value Capture for Transportation and TOD in Massachusetts, 2016.
For the Metropolitan Area Planning Council, Nadine led an evaluation of opportunities to expand the use of value capture funding and financing sources to support TOD, including transit, local infrastructure and affordable housing. The report included a series of recommendations for state policy changes to enhance existing financing tools and promote innovative financing strategies.

Central Subway Value Capture Study, San Francisco, CA; 2015
Working for the City of San Francisco, Ms. Fogarty led an effort to evaluate the potential use of value capture funding mechanisms for a future extension of the Central Subway from Chinatown to Fisherman’s Wharf.

Property Value and Fiscal Benefits of BART, San Francisco Bay Area, CA; 2015
Nadine led a series of research efforts designed to evaluate the benefits conferred by BART to nearby property values, including statistical analyses of BART’s impact on residential and office property values.

Opportunities for Implementing Transit Benefit Assessment Districts in the BART System, San Francisco Bay Area, CA; 2015
Nadine led a consultant team in evaluating opportunities for implementing transit benefit assessment districts - a new value capture tool authorized for use by transit agencies in 2013 - within the BART system. The study clarified the applicability of the tool for transit and related improvements, and assisted BART staff in identifying the most viable projects for near-term implementation.



Education

Master in Urban Planning
Harvard Graduate School of Design

Bachelor of Science in Civil and
Environmental Engineering
Cornell University

Professional Experience

Project Manager
workshop1, Inc.
(2014-2015)

Business Intelligence Analyst
ZipRealty, Inc.
(2013-2014)

Planning Intern
City of Cambridge Community
Development Department
(2013)

Solution Architect
Rapt, Inc.
(2003-2007)

Selected Publications

*Confronting Favela Chic:
The Gentrification of Informal
Settlements in Rio de Janeiro,
Brazil*, 2015

Contact

(510) 647-5291 x 116
jcummings@strategiceconomics.com

Jake Cummings has been an Associate with Strategic Economics for five years, where his projects have included a range of studies in the areas of real estate economics, market analysis, and infrastructure financing. Much of Mr. Cummings' work at Strategic Economics has included a feasibility analysis of private development to provide affordable housing and other community benefits. His academic work includes a study of gentrification and mega-event planning in Rio de Janeiro, Brazil. Prior to his career in urban planning, Mr. Cummings worked in management science consulting.

Selected Projects

Affordable Housing Requirement Analysis and Commercial Linkage Fee Nexus Study, Honolulu, HI; 2017

Mr. Cummings performed an economic analysis to inform the creation of a new inclusionary housing policy in the City and County of Honolulu. The analysis included an assessment of feasibility under a variety of locations and policy scenarios. He is currently working on a commercial linkage fee nexus and policy study to potentially establish new fees on commercial development.

Market Octavia Hub Area Inclusionary Zoning Analysis, San Francisco, CA; Ongoing

Mr. Cummings is assisting the City of San Francisco to understand the amount of affordable housing that could be produced by market rate development in the City's Market Octavia "Hub" area under a range of inclusionary housing policies and zoning scenarios.

Diridon Station Area Nexus Study, San Jose, CA; 2019

Mr. Cummings developed a nexus study to establish new impact fees for infrastructure needs in the Diridon Station Area. After calculating the maximum fees, he analyzed other policy factors such as the impact on development costs to inform the decision-making process.

Samtrans TOD Policy and Inclusionary Housing Requirement, San Mateo County Transit District; Ongoing

To support SamTrans' objectives for mixed-income, transit-oriented housing on agency-owned sites, Mr. Cummings developed an analysis of the potential for an inclusionary requirement to inform their TOD Policy.

San Francisco Housing Affordability Strategies, San Francisco, 2018-2020

Mr. Cummings has provided research and analysis of development trends, the drivers of costs, and potential policy tools to encourage the production of low-rise, mid-rise, and high-rise development in different areas of the city.

San Jose High-Rise Feasibility Study, San Jose, 2019

Mr. Cummings used pro forma analysis to determine the feasibility of residential high-rise development in downtown San Jose, and determine whether continuing the exemption from the affordable housing impact fee would encourage new development projects.



Education

Master of City Planning,
University of California, Berkeley

Bachelor of Arts in Geography,
McGill University

Professional Experience

Associate I & II (2016-Present)
Strategic Economics, Berkeley, CA

Research Analyst (2015-2016)
Center for Community Innovation,
Berkeley, CA

Planning Intern (2014)
San Francisco County Transportation
Authority, San Francisco, CA

Project Manager (2013-2014)
MOBA Transportation Demand
Management Center, Montreal, Canada

Research Assistant (2013) TRAM
Transportation Research at McGill,
Montreal, Canada

Contact

510-647-5291 x 107
estlouis@strategiceconomics.com

Evelyne St-Louis has a background in land use planning, economic development, and transportation, with a lens toward social equity. As an Associate at Strategic Economics, Ms. St-Louis has worked on affordable housing studies for the Great Communities Collaborative and the Santa Clara Valley Transportation Authority in California, retail market studies for San José and San Francisco, and a master plan for West Ashley in Charleston, South Carolina. Before joining Strategic Economics, she contributed to Bay Area regional planning efforts for employment and industrial lands. Evelyne has also worked for the public sector and for community-based organizations in San Francisco and Montreal in transportation planning.

Selected Projects

City of Palo Alto Inclusionary Housing Policy, Palo Alto, CA; 2018.

Ms. St-Louis completed a pro forma analysis for the City of Palo Alto to determine whether an increase in the affordable housing inclusionary requirements for rental and ownership developments would be financially feasible.

City of Indianapolis Affordable Housing Incentive Study, Indianapolis, IN; 2020-Ongoing. Evelyne is co-managing the economic analysis for the Indianapolis Housing Incentive Study. This study is exploring the potential for residential projects that receive City economic incentives in the form of tax increment financing to also provide income-restricted units. Evelyne developed a pro forma financial model to test a range of policy scenarios.

VTA's BART to Silicon Valley Phase II TOC Study, Santa Clara County, CA; 2018-2019. Ms. St-Louis helped develop the affordable housing strategy for the VTA's BART Phase II TOC Study. She analyzed the corridor's existing affordable housing stock and evaluated the displacement risk of existing households. She helped formulate policy recommendations related to producing and preserving affordable housing, as well as protecting existing residents from displacement.

City of San Francisco Housing Affordability Strategies, San Francisco, CA; 2019-2020. Ms. St-Louis summarized past trends on funding the production and preservation of affordable housing in the City of San Francisco over the last 12 years. She analyzed existing data from the Mayor's Office of Housing and Community Development and the Planning Department to estimate the amount of local funding required to meet the City's affordable housing goals, including production and preservation, over the next 30 years.

SF Bay Area Affordable Housing Funding Gap, Great Communities Collaborative, CA; 2017. Ms. St-Louis analyzed a sample of tax credit affordable housing projects in the Bay Area to summarize their typical funding stack, including an estimate of the average local funding gap across different counties. She identified potential future funding sources and policies that could help meet the region's total funding gap. This work supported the GCC's efforts to advocate for new revenue sources at the local, regional, and state level.

Marian F. Wolfe, Ph.D.

Principal, Vernazza Wolfe Associates
2909 Shasta Road, Berkeley, CA 94708
510-548-8229
mwolfe@vernazzawolfe.com



EDUCATION

Ph.D., Department of City and Regional Planning, University of California, Berkeley. Fields: Housing and Urban Economics

M.C.P., Department of City and Regional Planning, University of California, Berkeley

M.A., American History, University of California, Los Angeles

B.A., History, University of California, Berkeley

PROFESSIONAL EXPERIENCE

Vernazza Wolfe Associates, Inc., Berkeley, California

Principal (1990 - Present) manages a variety of studies related to public finance and affordable housing. Prior project experience encompasses preparation of in-lieu fee and housing impact studies, housing market studies required for public funding, fiscal impact studies, impact fee studies, and socioeconomic impact and relocation studies for transportation environmental impact reports. Dr. Wolfe also undertakes real estate market research and feasibility analysis for public and private sector projects. She designs and conducts surveys for public policy use and real estate market demand analysis. Finally, Dr. Wolfe is experienced in estimated housing market impacts of inclusionary zoning. Dr. Wolfe's clients include many cities and counties in the San Francisco Bay Area, Central California, as well as the State of California. A list of projects and clients is available upon request.

School of Business, University of Wisconsin, Madison

Principal Investigator for real estate market research surveys on condominiums and specialty shopping centers in Madison, Wisconsin. Supervised graduate real estate students who conducted surveys, performed other field research, and analyzed data.

Principal Investigator for a U.S. Department of Housing and Urban Development sponsored study on the effect of price inflation on recent home buyers in the United States.

Center for Urban Public Policy Analysis, the American University, Washington, D.C.

Principal Investigator for a U.S. Department of Housing and Urban Development research project designed to analyze profitability in rental housing in middle income submarkets in the San Francisco Bay Area.

Abt Associates, Inc., Cambridge, Massachusetts

Senior Analyst for a U.S. Department of Housing and Urban Development evaluation of the Community Development Block Grant Program, conducted jointly by the University of Pennsylvania and Abt Associates.

Senior Analyst for a Legal Services Corporation demonstration program designed to test alternative services system models and to develop and implement a management information system for legal aid programs.

Analyst for an Economic Development Administration study to estimate the net cost, job quality, and long range economic impact of the Job Opportunities (Title X) Program.

Report Manager for the U.S. Department of Housing and Urban Development Evaluation of the Administrative Agency component of the Housing Allowance Experiment (precursor to the Section 8 Program).

TEACHING EXPERIENCE

Department of City and Regional Planning, University of California, Berkeley

Instructor (2013, 2014, 2018) Assisted student teams - InCity Summer School Course,

Lecturer (1986 and 2011) Taught graduate level course in Housing and Public Policy.

Lecturer (2008, 2009 and 2012) Taught graduate level course in Urban Economics.

Lecturer (1980-82) Taught undergraduate introductory course in housing.

School of Business Administration, University of California, Berkeley

Visiting Assistant Professor (1985) Taught undergraduate introductory course in Real Estate and Urban Land Economics.

Joint Appointment School of Business and Department of Urban and Regional Planning,
University of Wisconsin, Madison

Assistant Professor (1982-85) Taught graduate level courses in Housing and Public Policy, Urban Economics, Real Estate Market Analysis, and Urban Land Economics Theory.

HONORS AND RESEARCH GRANTS

Seventh Annual AREUEA - Homer Hoyt Dissertation Competition, Third Place Award

Graduate School, University of Wisconsin, Madison, Research Grant

U.S. Department of Housing and Urban Development, Annual Housing Survey Small Grant Program

University of California, Center for Real Estate and Urban Economics, Dissertation Research Grant

University of California, Chancellor's Patent Fund Grants

PUBLICATIONS

Nico Calavita and Marian Wolfe, *White Paper on The Theory, Economics and Practice of Public Benefits Zoning*, prepared for East Bay Housing Organizations (EBHO) Association of Bay Area Governments (ABAG) Metropolitan Transportation Commission (MTC), November 2014.

"Guest Opinion Article on Inclusionary Housing" *San Francisco Business Times*. (December 2004).

Marian F. Wolfe. "The Changing Problem of Overcrowded Housing." California Planner, March 1999.

Marian F. Wolfe. "What Do Developers Think of Public/Private Partnerships?" APA Northern News, November 1998.

Marian F. Wolfe. "How to Assess Retail Developers' Subsidy Requests." APA Northern News, March 1993.

Marian F. Wolfe. "Subsidies for Developers - Sound Fiscal Planning or Robbing Peter to Pay Paul." APA Northern News, February 1993.

Marian F. Wolfe. "Housing Price Impacts on Route 41." California Planner, October 1992.

Marian F. Wolfe. "Market Analysis of Madison, Wisconsin Specialty Shopping Centers." Madison, Wisconsin: University of Wisconsin, The School of Business, Working Paper #9-84-17, 1984.

Marian F. Wolfe. "The Impact of Nominal House Price Inflation on Recent Home Buyers." Final report for the U.S. Department of Housing and Urban Development, under Grant H-5637SG, 1984.

Marian F. Wolfe. "Investment Performance of Existing Rental Housing in Selected San Francisco Bay Area Communities." Berkeley California: University of California, Center for Real Estate and Urban Economics, 1983.

Marian F. Wolfe. "Economic Behavior and Attitudes of Rental Property Owners." Berkeley California: University of California, Center for Real Estate and Urban Economics, 1983.

Marian F. Wolfe. "The Actual and Perceived Profitability in Rental Housing: A Disaggregate Analysis. Phase One Report: Analysis of Key Informant Interviews; Phase Two Report: Selection and Survey of Rental Property Owners, and Phase Three Report: Analysis of Investor Interviews." Reports prepared for the American University and the U.S. Department of Housing and Urban Development. Washington, D.C., 1981-82.

CONFERENCE PAPERS AND PANELS

"Reaching Your Target Heart Rate: Achieving Community Benefits." Panel convened for annual Housing Leadership Council Meeting, San Mateo, CA, October 2014.

Panel Moderator for "Reluctant Neighbors: Dispute Resolution in Housing Development." U.C. Berkeley's Program on Housing and Urban Policy and U.C. Berkeley's Institute of Governmental Studies (January 2005).

"Linkage between Child Care and Housing" Panel convened for the San Mateo Child Care Summit (September 2003) and for the Housing Leadership Council Annual Conference (October 2003).

"Housing Element Update Process: Action or Reaction?" Panel convened for the APA California Chapter Annual Conference, Sacramento, California, October 2001.

Invited participant in the City of Santa Monica's Technical Symposium designed to assess alternative approaches to set in-lieu fees on market rate housing development (January 2000).

"Perspectives on Public/Private Partnerships" Panel convened for the APA California Chapter Annual Conference, Costa Mesa, California, September 1998.

"Impact of Continuing Immigration on Existing California Neighborhoods," prepared for the APA California Chapter Conference, Palm Springs, California, October 1996.

"Developer Tax Sharing Agreements: Sound Fiscal Planning or Risky Business?" Panel convened for the APA California Chapter Annual Conference, Modesto, California, October 1993.

"Issues in Housing Policy Research," prepared for the Twenty-Seventh Annual Conference of the Association of Collegiate Schools for Planning, Atlanta, Georgia, November 1-3, 1985.

"An Empirical Examination of Landlord Behavior and Implications for Rental Housing Policies," prepared for the Twenty-Fifth Annual Conference of the Association of Collegiate Schools for Planning, San Francisco, California, October 21-23, 1983.